



1Z0-466^{Q&As}

Project Lifecycle Management Essentials

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QUESTION 1

A client asks a Project Manager to change the format of the project plan. It is expected to be a five hour task. The client has requested this task be completed by the end of the work week and non- billable. Identify two valid responses.

- A. All work for the benefit of the client is billable.
- B. The client may share existing project plan with his staff for reformatting.
- C. The Project Manager gladly accepts the task and sets the expectation that the client can determine which tasks are billable.
- D. The Project Manager declines because only the existing format is allowed.

Correct Answer: BC

QUESTION 2

Select the three benefits of the Oracle Unified Method (OUM).

- A. It provides a common language.
- B. It reduces duplication of effort.
- C. It reduces confusion.
- D. It provides better templates.
- E. It provides a collection of samples.

Correct Answer: BCD

BC:More Cost Effective ?OUM facilitates improved control of project expenses by using a flexible work breakdown structure that allows you to perform only necessary tasks.

D:The OUM offering provides you with a comprehensive toolkit:

/Overview Material ?Provides an overview of OUM\\'s approach to IT projects, including the industry standards upon which OUM is based.

/Guidelines ?Phase, process, task, role, and work product guidelines cover every aspect of an Oraclebased business solution.

/Templates ?Templates enable fast and easy creation of high quality work products. /Tailored Work Breakdown Structure ?These standards enable an easy start in managing your project.

Note:

*The Oracle Unified Method (OUM) is Oracle\\'s standards-based method that enables the entire Enterprise



Information Technology (IT) lifecycle. OUM provides an implementation approach that is rapid, broadly adaptive, and business-focused. OUM includes a comprehensive project and program management framework and materials to support Oracle's growing focus on enterprise-level IT strategy, architecture, and governance. Oracle's Global Methods team has packaged OUM to accelerate your IT projects. OUM presents an organized, yet flexible, approach. Its defined, operational framework helps anticipate critical project needs and dependencies. With OUM, you can move efficiently through the IT lifecycle to quickly achieve measurable business results.

QUESTION 3

Which is true about planning in OUM?

- A. The project workplan must be developed from the full OUM work breakdown schedule.
- B. The project workplan should be scaled up, rather than tailored down, to the level of discipline appropriate to the identified risks and requirements.
- C. The project workplan should be scaled down, rather than tailored up, to the level of discipline appropriate to the identified risks and requirements.
- D. The project workplan should be rigorously conformed to an existing set of work products.

Correct Answer: B

In OUM, this principle is extended to refer to the execution of the method processes themselves. Project managers and practitioners are encouraged to scale OUM to be fit-for-purpose for a given situation. It is rarely appropriate to execute every activity within OUM. OUM provides guidance for determining the core set of activities to be executed, the level of detail targeted in those activities and their associated tasks, and the frequency and type of end user deliverables. The project workplan should be developed from this core. The plan should then be scaled up, rather than tailored down, to the level of discipline appropriate to the identified risks and requirements.

Note: *To develop our Project Workplan, we have several options. We can employ a top-down approach and start with all of OUM and tailor it down. We can employ a bottom-up approach and start with the Core Workflow and build up from there. The best approach is probably to start with the workplan that most closely matches our engagement and tailor up and down. That is, immediately tailor down to a pre-tailored Workplan and continue to tailor from there based on the requirements of the engagement, while simultaneously keeping in mind the Core Workflow and building up from there.

*tailoring of the actual OUM Project Workplan for your project for activities and tasks (tailoring steps 2.0 through 5.2) including tips for applying a bottom-up as well as a top-down technique for tailoring the Project Workplan. For our example, we are starting with the OUM Project Workplan that is located in the Method Resources section of the Key Components of most view pages. In OUM 5.6, a new Project Workplan template was introduced with pre-tailoring capability for most Implement views.

QUESTION 4

What project documentation is billable?



- A. only what was negotiated by the sales team and the Project Manager
- B. time sheets, status reports, and the approved project plan
- C. only what the Project Manager decides
- D. only what the sales team determines

Correct Answer: A

QUESTION 5

What involvement is a critical success factor in reviewing the project scope and approach and determining the Project Management Framework?

- A. Client
- B. Sales
- C. Delivery
- D. Consulting
- E. Steering Committee
- F. Stakeholders

Correct Answer: F

Note:

All people and organizations that have an interest in the project or its outcome are called project stakeholders. The stakeholders provide input to the requirements of the project and the direction the project should take throughout its life cycle.

The list of stakeholders can be large and can change as the project matures. One of the first requirements to properly manage a project is the creation of a key stakeholder list. Be very careful to include all key stakeholders. Many projects have been derailed due to the political fallout of excluding a key stakeholder. Every potential stakeholder cannot be included in all aspects of a project, so it is important to identify the stakeholders who represent all stakeholders.

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